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14 July 1967

MEMORANDUM FOR: Director of Training

FROM : Chief, Career Training Program

SUBJECT : A System for Monitoring Utilization and Management of Career Trainees

1. Since our discussion this morning I have developed some further thoughts on the subject, which are summarized in the following paragraphs.
2. The Inspector General's survey of the Career Training Program suggested that attrition among CT graduates, while not disturbingly high, is nonetheless significant and could be reduced by more careful follow-up and counseling during the critical early years of their tenure in the Agency. As I understand it, the Director wants procedures established to accomplish just that: Agency-wide monitoring of the assignment and career advancement of Career Trainees during their first five years; and a counseling service to deal with individual problems as they arise. This will require cooperative action by the Directorates and by the CT Program Staff of OTR.
3. The counseling service will be an important step, because through an impartial avenue of communication within each major component, supplementary to the chain of command, many individual problems may be discovered and headed off before they become critical. To accomplish this, I believe each Deputy Director should designate a senior officer who, in addition to his other duties, will be a point of contact for advice and counsel for Career Trainees assigned within the Directorate. Except for the DG/OST, I believe a senior woman should be designated also, to serve as counselor for the growing number of female Career Trainees entering each Directorate. These counselors, in addition, would serve as a principal point of contact within the Directorate for officers of the Career Training Program staff who are concerned with over-all utilization and management of Career Trainees and with the maintenance of records, reports, and validation studies.
4. I believe the Career Training Program staff must have a considerable role in such a system, because (a) this staff knows more than anyone else in the Agency about the individual CT, his interests and aptitudes, as he begins his career in the organization; and (b) because a post-assignment follow-up for purposes of continuing assessment and validation of the Program is a natural sequel or fourth step to the process of selection, training, and placement. Furthermore, the CTP staff, as an impartial body serving all parts of the Agency, is appropriately placed to offer advice and assistance when a change in career direction appears indicated for an individual CT; and is the logical group to maintain over-all records and reports for the information of top management.

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- 2 -

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5. Such a system would not interfere with the normal supervisory prerogatives and responsibilities of operating components, nor would it compromise security and compartmentation. Action responsibility in individual cases would remain in the chain of command of the area concerned, while the joint monitoring and counseling functions of the Directorate counselors and the CTP staff would be aimed at determining the causes of employee dissatisfaction, heading them off or recommending corrective action, and accumulating experience data with which to improve the over-all effectiveness of the Career Training Program.

6. The system could be put into effect rapidly and at very little cost. I believe the basic requirements would be:

a - Designation of Directorate counselors.

b - Addition of two officers to the CTP staff.

c - Establishment of a procedure in the Office of Personnel whereby copies of personnel actions and Fitness Reports on Career Trainees would be made available to CTP staff.

He in OTR could take it from there, and arrange for the consultation and working understandings necessary to put the system into effect.

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On page 9, I have asked [REDACTED] to look into the progress of CTs after leaving the program. At the same time I reminded him of the study that the Office of Psychological Services did regarding CT progress which may be of some use in answering this question. 25X1A

On page 11, we can make something more of the fact that the reputation of a course is something that makes people fight to get into it. In this connection, it was [REDACTED] feeling that Agency components still do not chose all candidates for the Midcareer Course from among the cream. There are a few getting by that may still not be all that good. 25X1A

Other than these observations, most were small matters not even worth noting.

[REDACTED] 25X1A
Acting Director of Training